

13 July 1999

MEMORANDUM FOR All New England District Employees

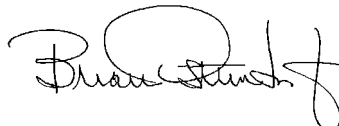
SUBJECT: Leader's Open Door Policy

1. We all recognize that in order to operate effectively and efficiently as a team, we all must have the same level of respect and consideration for others that we would expect for ourselves. In order to achieve this, all employees must know that their leaders will create an environment of respect and consideration. Leaders must ensure that everyone is fully capable and willing to participate in this environment. Anyone, at anytime, may experience a personal or professional problem that impacts his or her ability to fully participate. Every employee must know that leaders at all levels stand ready to assist anyone deal with their problems.

2. I purposely chose to word the subject the way I did; this policy does not only refer to my door. The best way to address and solve problems is at the lowest appropriate level. All leaders and supervisors in the New England District must get involved to confront and solve problems wherever they find them. I encourage all employees to trust their leaders and allow them the opportunity to take corrective actions on matters presented to them.

3. At the same time, I recognize that some problems must be elevated to higher levels. My door is also open for all employees. However, in order to ensure that I will be available to fully consider any problem, please contact Mrs. Angie Vanaria at extension 78797 to schedule an appointment. I have asked all members of the Executive Office to be conduits, not roadblocks, for any employee that might want to meet with me. Please understand that employees pursuing any administrative process must exhaust that process prior to meeting with me through my open door. I must respect the established procedures in the administrative processes.

4. I am committed to a fair and responsive redress of all employee problems. I ask that everyone, leaders and employees, make every effort to resolve any issues as fairly and quickly, and at the most appropriate level, as possible.



BRIAN E. OSTERNDORF
COL, EN
Commanding